



**CITY OF COLUMBIA
CITY MANAGER RECRUITMENT
WORK PLAN SCHEDULE**

Timeframe	Activity
PLANNING AND PREPARATION	
By 1/25	<u>Activities:</u> Consultants work with staff to coordinate kick-off activities and schedule engagement meetings; determine list of stakeholders, meeting format and logistics.
STAKEHOLDER ENGAGEMENT	
2/4 to 2/8	<p>Consultants suggest that the following opportunities be offered to various stakeholder groups in order to provide input regarding the recruitment.</p> <p><u>Mayor and City Council:</u></p> <ul style="list-style-type: none">▪ In-person meetings <p><u>Engaged Stakeholders:</u> (Possibly the University, Chamber or other business association, development community, labor unions, environmental groups – those organized groups that have the most impact on the Council)</p> <ul style="list-style-type: none">▪ In-person meetings <p><u>Members of the public:</u></p> <ul style="list-style-type: none">▪ Two public meetings, one during the evening and one during the day, to accommodate those who work, have transportation issues, etc. Survey instrument would be available and in-person comments recorded in real time. <p><u>City Staff:</u></p> <ul style="list-style-type: none">▪ For Executives - in-person meetings▪ Possible Employee Focus Groups <p>Concurrently, an online survey will be available on both the City and CPS HR websites and the link will be provided to all employees and stakeholder groups.</p>

Timeframe	Activity
RECRUITMENT MATERIALS	
2/15	Recruitment Brochure: <ul style="list-style-type: none"> Stakeholder feedback summarized and submitted. Consultants submit recruitment brochure text for review.
2/18	<ul style="list-style-type: none"> City submits final revisions to recruitment brochure text. Consultants prepare recruitment and advertising materials. City provides final approval of brochure
ACTIVE RECRUITMENT	
Week of 2/25	<p><u>Marketing:</u> Consultants post the job opening to various websites and publications: City website, CPS HR website, ICMA, Missouri Municipal League, League of Kansas Municipalities, National League of Cities, National Forum for Black Public Administrators, Local Government Hispanic Network, Women Leading Government, and LinkedIn.</p> <p>Consultants send initial e-mail blast to more than 3,000 potential candidates and referral sources. This list includes the City Manager and Assistant/Deputy City Managers in the approximately 310 cities in the U.S. with a population over 100,000. Other parameters may be determined after conversations with Council and stakeholders.</p>
2/25 to 4/5	<p><u>Aggressive Outreach/Application Process:</u> Consultants follow-up with targeted/qualified candidates (those who are a match to the candidate profile) to ascertain interest and encourage application; conversations with Council and stakeholder feedback will assist in determining the best avenues for follow-up.</p> <p>Candidates apply through the CPS HR website, receipt of applicant materials acknowledged.</p> <p>The Consultants vet candidate resumes against minimum qualifications.</p> <p>Consultants provide weekly updates to City of Columbia staff regarding recruitment activities.</p>

Timeframe	Activity
SELECTION ACTIVITIES	
4/12	<p><u>Screening Interviews</u>: Consultants conduct comprehensive screening interviews with all candidates who meet the minimum qualifications as described in the job announcement; dependent on geography these discussions will be conducted either in-person or via Skype. Consultants will also conduct media checks on all screened candidates.</p>
4/16	<p><u>Client Report Meeting w/Council</u>: In Closed Session, Council will review Consultants' recommendations regarding top candidates; determine the short-list candidates to be interviewed by the Council and possibly by other subject matter experts, staff, etc.</p> <p>Client Reports will be delivered for Council review prior to 4/15 meeting. Consultants will be present to facilitate discussion.</p>
5/5 or 5/8 (Special Meeting)	<p><u>City Council Interviews</u>: Interview short-listed candidates and determine finalists for further consideration.</p> <p>Consultants prepare all materials, coordinate candidate logistics and assist with facilitation of the short-listed candidate interviews.</p>
Prior to 6/3	<p><u>Background/Assessment Activities</u>: Consultants conduct reference/background checks on the finalist candidates. Finalist candidates will participate in any pre-determined assessment exercises, which may include leadership assessment, mock press conference and/or creation and presentation of staff report to Council.</p> <p>Consultants prepare all materials and coordinate any assessment activities.</p>
6/3	<p><u>City Council Interviews</u>: Conduct interviews with finalist candidates and approve selection.</p> <p>Consultants prepare all materials, coordinate candidate logistics and assist with facilitation of the finalist candidate interviews.</p>
NEGOTIATION OF OFFER	
6/10	<p>Consultants negotiate a salary offer and terms and conditions of employment with the selected candidate and conduct final criminal background check.</p>

